

ROUTING AND TRANSMITTAL SLIP		Date
		21 MAY 1986
(Name, office symbol, room number, building, Agency/Post)	Initials	Date
EXO/DDA	<i>BM</i>	22 MAY 1986
2. ADDA	<i>J</i>	22 MAY 1986
3. DDA	<i>WES</i>	22 MAY 1986
4. DA/MS	<i>Deen</i>	
5. DDA REGISTRY		
Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

REMARKS

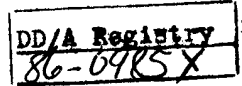
OMS WILL BE GIVING THE DDA A BRIEFING
 RE HUMAN RESOURCES TASK FORCE ON WEDNESDAY,
28 MAY AT 0900.

DO NOT use this form as a RECORD of approvals, concurrences, disposals, clearances, and similar actions

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OPTIONAL FORM 41 (Rev. 7-76)
 Prescribed by GSA
 FPMR (41 CFR) 101-11.206



7 May 1986

Human Resources Task Force
Notes and Thoughts

Throughout the Human Resources Task Force's recent discussions with Agency employees, several ideas have emerged as "universals". One is that we are continuing to draw extremely competent and dedicated people despite the cultural changes the country is experiencing. It seems logical to expect that we can continue to attract such people, though the "complexification" of our screening process affects the percentage we ultimately EOD. Another "universal" is that Agency management is deplorable. It has been allowed to evolve without any conscious thought or direction, the result of a system that rewards individual accomplishment by promotion to management without consideration of the individual's interpersonal skills or management training/experience. It is, if you will, the dark side of "excellence", the natural fallout from our can-do attitude. "A good man" (used as a generic, not a sexist term) is presumed to be able to do any task he is assigned; he doesn't complain, ask for help, or require training. (One can accept training in substantive matters, but everybody is expected to know how to deal with people.)

Although there is a tendency for people to ascribe the "management problem" to the level above them, there is a qualitative difference among the three usual managerial "clumpings": Branch and Division chiefs have more supervisory than managerial responsibility and have little power to change things; "Upper Management" (aka The 7th Floor) is more often accused of capriciousness than mis-use (or non-use) of power. It is the middle level--that of the Office Director--that represents the focus of Agency frustration about "the way things are done". According to Office of Personnel representatives, most of the things people complained about are things with which Office Directors already have the power to deal.

It strikes me that the usual perceptions of future human resource problems (i.e., changed societal values, self-centeredness, less mobility, dual career families, more emphasis on non-career activities, more women in the workplace, etc.) are indicators of recent cultural trends, not necessarily givens for the longer term and should not become the object of our focus. Placed in the larger context of the Agency's mission, our response to each of these issues will depend upon our understanding of their impact on our ability to perform our mission; it is the mission that must remain inviolate, not the methods we have customarily employed to achieve that mission. Just as we require flexibility of our people, the organization must exhibit an equal flexibility. People who are products of a

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fast-changing and often disrupted society are frequently eager to "bond" with an organization with which they can identify emotionally, intellectually, and ideologically. Being wedded to mission, not methodology, can be an attractive selling feature for them. People are more likely to follow a few clearly defined rules than a welter of arbitrary and often conflicting edicts. Question: will people who need to bond with the organization be as emotionally strong as we need them to be?

One of our current problems arises from the high percentage of newcomers to seasoned veterans, particularly in the DI. We worry about being able to assimilate these people into the Agency culture, and so we concentrate on tightening our screening mechanisms. Perhaps we should be less stringent initially, concentrating on such qualities as intelligence, flexibility, loyalty, curiosity, and judgment, and look to a systematic acculturation process (complete with assignment of a sponsor or "big brother/sister" and appropriate formal training) to instill the values that will complete the transformation of the newcomer into a confirmed Agency person. Our mission and authorities allow us to be unique only so long as we maintain an appropriate self-image.

As for management development, it is imperative that we identify likely candidates for managerial roles fairly early in their careers. This must not be a once-and-for-always selection, however, but must be periodically revalidated to allow for changes that result from life and work experiences. The focus must be on the process, which is on-going. Now we tend to think of "arriving at the management level" as if it were an absolute: once you are one you only change by getting bigger! As Mr. Gates noted, selection is more vital than training, but appropriate training (on a case by case basis) will enhance skills.

17 May 1986

Notes from 13-15 May Human Resources Seminar

1. The seminar opened with a few words from D/PERS, who related the Task Force's concerns to comments made at the recent OP Conference by an IBM representative. The real message, although the speaker did not do a good job of communicating it, was "IBM is the best". OP is trying to communicate the message that "CIA is the best" both to insiders and to outsiders. We won't attract people on the basis of benefits alone; we get people who want to buy into our culture, who share our values. It is particularly important to reinforce that culture for those who seldom see the product--the "bottom line"-- of what we accomplish. He stressed the concept of "uniqueness" and raised the query of why Scranage, Chin, and Howard betrayed us. He lauded the concept of having a quotable credo, but compared ours (mandated from the top, though with input from all levels) to such memorable mottos as "Be Prepared" and "Duty, Honor, Country". His final caution was to remember we are part of the U.S. Government and there is a price tag on everything. We need to learn to work smarter, given the limitations on funding.

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2. [] then provided a Task Force update. Directing our attention to the problems of recruitment and retention (the latter being in some ways the most critical), he mused about the population from which we are drawing our people, with increasing emphasis on materialistic values and a focus on personal development, health, and wellbeing. Fortunately we are able to attract people who wouldn't otherwise want to work for the government, but who are we? To what are we asking them to dedicate themselves? Are we a family? Should we be? The new generation wants more from its employer--quicker progression, more "stroking". Once inside, they complain about a negative orientation, a punitive, prohibitive atmosphere. We protect against failure by becoming overly conservative. Authority is too diffuse. We penalize risk-taking. Fast-trackers are faced with limited further opportunity. Our "here and now" orientation defeats strategic planning. Despite these complaints, we are still seeing pride and enthusiasm in what are universally recognized as excellent people. They still feel we serve an important mission. A very important focus for us in the future is the development and nurturing of our culture, the articulation of what it is and how it serves us, and the understanding of how we can modify it to serve us better.

3. Our first invited guest was Alice Sargent, independent consultant and author of The Androgynous Manager. She noted the trend from productivity to people-management and suggested building a competency model and judging managers on their managerial competencies

as part of their performance appraisal. Her model includes competence in: technical areas, analytical skills, self-awareness, interpersonal skills, team-effectiveness, entrepreneurial skills, and leadership. She quoted Yankelovich's studies that posit a cultural change in motivation in the American workplace from CONTROL to QUALITY. Some of her main points were: The traditional workplace was not viewed as a democracy. Women are more likely to be changed by an organization than to change it. We are seeing a transformation from independence to interdependence. The social contract is changing from exploitation to trust. Meaningful work is a scarce commodity in our culture. Americans are focusing more on process and less on outcomes, and we are becoming more concerned with the quality of life within an organization than with the mission.

4. The group reacted fairly hotly to this theme, stating that this orientation reflects the values of the 70's, not necessarily of the 80's, and that we didn't select such people then and won't in the future. She made many references to the private sector's infatuation with the Japanese industrial system, noting that NBC recently presented a White Paper on this phenomenon. We felt that comparisons with the Japanese may often be a waste of time; she felt they may be reflecting a sense of doubt about American know-how. She spoke of management of scarce resources and assumed that was people; we felt it was only certain categories of people, and that the scarcest resource of all is time, because it cannot be compressed or increased. She noted our preoccupation with increasing technical expertise (adding political skills, knowledge of the Hill, budget, MIS, etc.) and reminded us that (according to her model) the technical area still represents only 1/7 of the competencies a manager should possess. We ended with a discussion of managerial training, which was termed "sheep dip" training because of the "one-size-fits-all", "ticket-punching" approach to training so often demonstrated in organizations.

5. The afternoon session began with an amusing and informative presentation by James Colvard of OPM. He recounted some of his Navy experiences, particularly mentioning China Lake, and shared some of his thinking about management and management training. He believes it all begins with self-management, and that early experience of success with something tangible establishes self-confidence which, combined with humility, gives one the courage to act with the realization that you can never know if you are right. He believes in a combination of personal experience (achieved through rotational assignments) and intellectual abstraction (learning from the experience of others). It seems everyone is looking for a formula that will solve the problem of management. He mentioned the case study method (Harvard), but finds management simulation exercises more effective teaching devices,

though even they are not totally realistic. Private industry tends to follow the collegiate/intellectual world and/or popular trends ("pop management" books proliferate). They pay more time, attention, and money to people development than does government. IBM, for example, involves their top managers in the training exercises, using insider experience and expertise. He called McNamara's whiz kids "deterministic theoreticians with no practical experience". On the other hand, those who come up through the ranks have to get rid of the baggage they bring with them or run the risk of micromanagement.

6. He said managers need to demonstrate competence, the courage to take risks, concern, integrity, and imagination. He urged us to think of development rather than training and reminded us that the ability to abstract enables us to capture the past and project the future. The hardest part, he said, is providing the feedback to let people know when they are not doing well. We will all make mistakes. Human subjective judgment is what management is about. He mentioned the Banning bill and said the focus should be on managing money, not billets, and that Meese and OMB are beginning to think in these terms. Some of his other comments: OPM is going to become more supportive of management, be less a policeman, delegate more powers to the agencies, and farm out jobs like issuance of retirement cheques. He is a member of NAPA and he has contacted fellow NAPA members like Inman and Carlucci about setting up a public forum to air concerns and still the negative public rhetoric about government. They are looking at a dual track for SIS members.

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7. The next speaker was Jac Fitz-Enz [redacted] (a consulting firm in California of which he is the President). [redacted] He is a human resources consultant and assumed his audience consisted almost exclusively of HR people. His thesis is that human resources departments need to shed their outdated staff mentality and take on a new self-concept: they must cease to think of themselves as expense centers and consider themselves profit centers in their own right. He feels we (the employees) have lost the identity we used to have from family, church, and community and are looking to the job to recapture our identity, thus demanding more of our jobs than we used to. He suggests HR professionals must move from the tactical (bureaucratic) mode to a more innovative and strategic stance. They must think of themselves as organizational consultants, focus on the bottom line, and invest their skills for optimal return, since their functions could be returned to line management at any time if they are unable to deliver. He identified nine major concerns: (1) What is our business? (2) What is our operating philosophy? (3) What are our working values? (4) What phases of organizational life development are we in? (5) What are the stakeholders' expectations? (6) What is the force

analysis? (7) What are the critical success factors? (8) What strategy is being employed? (9) What are the strategic alternatives? A major area of concern should be how to measure HR effectiveness.

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8. [REDACTED] (DI Representative to the Task Force) led an evening round table discussion on "System Strengths and Weaknesses: Agency Perceptions". Mentioned as strengths were our sense of mission, our "can-do" spirit, the organizational nurturing of high performers, resource flexibility to meet changing needs, high quality people, and a commitment to pass on our culture to those who come in behind us. On the down side, we have heard perceptions that the system exploits people; that our Directorate-specific and short-term focus keep us from Agency-wide, strategic thinking; that we are too product oriented; that managers continue to do too much substantive work; that you innovate at your own risk; that we can never say "no" to new obligations; that non-production job holders feel like second class citizens; that we are "anti-perk"; that we fear failure to such an extent that we have become too conservative; that people at all levels lack authority--there is over-tight control. People we interviewed raised the question: If we're such high quality people, so carefully screened, why are we treated as if we were presumed guilty until we prove our innocence? There is a sense of being let down by the organization and indications of a growing lack of confidence. One ironic note: recent success in broadcasting to employees what OP has done for them has added to their sense of insecurity. Somehow we expect the Agency to protect us from the vicissitudes of life, the changes, the uncertainty of how the ebb and flow of business on the Hill will affect our lives. All these newsletters seem to alert us to the fragility of it all rather than reassure us that we are being protected! [This session became a nearly 3-hour give-and-take that effectively defied note-taking!]

17 May 1986

Notes from 13-15 May Human Resources Seminar
Day Two

1. We spent the morning of 14 May with Robert Marshak of Marshak Associates. This was a fascinating exercise and I recommend we bring him back for another go. He had read some of our promotional literature and, from that exposure, designed a fictitious company, The Central News Service, that was eerily like our own Agency. It was a bit frightening what he could discover about our organization and our mentality by flipping through a couple of brochures!

2. He began with a statement that we need to look for mechanisms by which we can move from tactical to strategic thinking. He sketched out the interplay between Charter and Context, thusly:

Charter:		Context:	
1. Purposes	<-	Domestic	Political
2. Methods	->	focus	Societal
		Internat'l	Technological
		focus	Economic

Using a thinly-veiled private sector example, he spoke of the functional elements of growth and development: differentiation and specialization:

Manufacturing	R&D	Marketing/Sales	Finance/Admin
(read: DO	S&T	DI	DA)

We must be able to work together despite differentiated mission/goals. Each has a different view of self, time, turf, power, and resource struggles. The key is the ability of the organization (and the individuals in it) to integrate the differences among the elements. Conflict is bound to increase with increased growth and differentiation; we don't want to get rid of conflict, merely to manage it.

3. Our Charter has changed over time. Is our structure still the most effective? We need to take another look at our goals and objectives--our purposes. Clarity of goals and commonality of purpose are vital; they must also be clearly articulated. We establish rules, plans, programs, schedules (SOP) as integrating elements. The management hierarchy also holds things together. So does common training--both technical training and the passing on of common values. An appropriate question is Who are the managers? What (and how effective) are their skills in this transitional stage?

4. Mr. Marshak compared our booklet Acme of Skill with typical stockholders' reports from private companies. Ours showed a preoccupation with the past and a consistent theme of apology, while the private reports stress accomplishments and visions of the future. We need to work on image-building. We should mention, but not dwell on legitimization.

5. He mentioned some strategies. One set of strategies decrease integration: (1) find out what can be allowed to fall through the cracks (slack resources); and (2) create self-contained tasks (do things in-house). Another set increases integration: (1) improve vertical information; and (2) improve lateral relations (networking; colocating; liaison roles; creation of task forces, committees, teams; project managers; matrix forms of organization).

GREAT TRUTHS: (1) Anything in a box is easier to handle than anything across boxes. (2) Problems occur between/across boxes.

REMEDIES: (1) Put your problems in a box (reorganize; same physical location, education, values, etc.; create common goals/culture). (2) Regulate interactions across boxes (contracts, plans, schedules, budgets, meetings, fighting fair). (3) Disengage the boxes (reconceptualize the mission; divorce the units). One must then budget for the new concepts, provide training for new duties/responsibilities/orientation, there must be changes in the focus of performance appraisals and changes in rewards and recognition. Finally, one must learn to deal with the remaining power. (Q: How can we reward cooperative, mutually supportive behavior?)

6. We need to look for harmony and congruence in the 7 S's: Strategy, Structure, Systems, Staff, Skills, Style, and Shared Values. Who do we take our aggression out on? We must work for self-reinforcement and non-distraction by negative images. In a time of change and transition, we undergo much the same process as with death and dying (as pointed out by Elisabeth Kubler-Ross): denial, anger (including Kill the Messenger), bargaining, acceptance (mourning), and problem-solving. Change requires perception of pain, visions of the possible, and the taking of the first steps to get there (we must get moving, even if the first movement is backward). Though our mission may not have changed, how we operate certainly has, as have our customers and their demands. This underscores our need to move from a tactical to a strategic focus.

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8. The next session consisted of a round table discussion on The Agency Manager of the Future, led by [redacted] of OTE. He mentioned that surveys of training needs had been conducted for the DO, DI, and DS&T; I'll check with him to see if anything has been done for the DA. He remarked that (1) management training in the Agency is deplorable, (2) the Agency does not appear to value good management, (3) Management training should not be left to OTE but must involve the line managers, and (4) senior management must be committed. He suggested we seek ways to identify the comers and make some overall plan for their development. All we presently have is the CT program, the Mid-Career Course, and the Advanced Intelligence Seminar. He spoke of the Executive Training Task Force and said it recommended we look at assessment centers to both screen for management and provide feedback to individuals about their potential for management. It also recommended that all supervisors take two training courses within six months of their selection as supervisors: a "how to" in the Agency and something to measure and polish their interpersonal skills. These will be followed by a series of spin-off seminars. Executive development is still a fledgling operation in the Agency; we now have something called the Executive Leadership Forum (ELF), with some core training courses and a variety of spin-off seminars supposedly based on executive competencies. He does not feel the Forum is very effective. One reason is that "the wrong people" often are involved: he said fully 70% of the SIS people enter those ranks on the basis of long and faithful service and/or their technical skills, leaving only 30% selected for managerial potential. If we could identify some annuitants who demonstrated superior managerial competence, we might do well to bring them back as management consultants, since we seem unable to provide effective formal training and no one has time to assist new managers.

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9. The evening session was another marathon, with [redacted] at the flipchart taking notes. Ed has the output from this free-for-all discussion of what we had learned so far.

19 May 1986

Notes from 13-15 May Human Resources Seminar
Day Three

STAT 1. Most of the morning was spent with William Jaffe, of TPF&C, and Michael Sullivan, of Hay Associates, with [] as the moderator. They discussed pay and benefits, noting that government pay is now 19% below the private sector equivalent (though that is often difficult to calculate). Many private corporations are getting "back to basics", responding to the changing values of the workplace, placing renewed emphasis on productivity. Employment opportunities are shrinking and employers are adopting a "get tough" attitude. The following Trends in Pay Systems were cited:

Reward and recognition systems must reinforce corporate values and individual behavior;

Pay systems must motivate and be flexible;

Jobs are being reevaluated;

Pay for performance;

Salary adjustments modest in size, limited COLA/general increases, less frequent, and no guarantees;

Incentive pay increasing, reaching deeper into the organization, and including group incentives;

Special recognition pay increasing--spot awards, supervisor controlled, modest value with high impact.

Recommendation: Agency should continue its private sector orientation, enhance its pay program, change the present mind-set about pay and benefits, be innovative and flexible.

2. Someone suggested it sounded like a return to piecework, as if that necessarily were evil. As one who has done piecework (I spent 15 years as a professional translator, where you get paid so much per 1,000 words), I feel that doing piecework may have been a prime contributor to our highly vaunted "work ethic", and a return to piecework, perhaps on a group basis, mightn't be a bad idea for a new generation that is moving away from old values. There was a reiteration of the role of training in preparing an organization for change: training of top managers and of "focus groups", to get commitment from the top and from critical points within the system. The importance of communication (up, down, and lateral) was also stressed.

3. At 1100 the DDCI spoke to us of his "Seven Trends" (which have become 7 + 1 at this point). Briefly, they are:

(1) Diversity of requirements (the USSR and, to a lesser extent, China and other old-line communist countries used to absorb nearly all our effort; now it gets only 50%, with equal attention to

Third World issues, economics, terrorism, chemical/biological proliferation, etc.);

(2) Growing diversity of customers (even some state governors receive our analyses);

(3) Increasingly driving the policy process (i.e., in narcotics, arms control, tech transfer, terrorism);

(4) Intelligence is increasingly future-oriented--about the only government agency that is;

(5) Move toward offensive intelligence (active vs. passive role; publishing less on terrorism and tech transfer and using our knowledge/resources to act against them);

(6) More covert action;

(7) Major cultural change in the Agency--closer cooperation/integration of DD areas, especially DO and DI;

(8) Recruitment/Retention will become more difficult; retention will require greater effort. The pool of eligibles is diminishing due to changing lifestyles: DO/CT gets only one out of every 100 cases put in process. We need to reexamine our standards and determine their relevance. Civil Service has become an unattractive career due to negative rhetoric and actions by leadership, while the private sector economy is booming. We need to examine how we can impart a sense of mission to our lower grade employees. Do we remain career oriented? Movement to more of a flow-through of employees would create security problems, structural problems, and a loss of institutional memory. That's a bad enough problem now, with 2/3 of all supergrades in the DO eligible to retire. He feels that people will take all kinds of abuse if they feel their work is important, that there is opportunity to advance, and if they are listened to (but that is no reason to continue to abuse them). As for executive/managerial training, he stated that you can't change basic nature through training but only enhance basic skills. Management selection is more important than management training.

4. Bottom line measurement is difficult when you can't quantify results. The impact of the recent build-up of our workforce hasn't been felt yet. Our present increases in output are ADP-related. The new case officers and analysts are not yet fully trained, but the impact of their production should be felt in the next few years. However, we need to maintain a surge capacity. The DI professional staff attrition is 4%; fewer than 50% have more than five years of experience. He is against over-formulation of regulations and procedures and feels that our bureaucracy has more flexibility because it doesn't formalize procedures, codes, and other mechanisms.

5. Mr. Gates suggested the Task Force provide:

A general discussion of the trends/phenomena we have observed;

Identify concrete, specific problems;

Make specific suggestions about what to do;
Recommend which should be most attended to and whether the
DCI has the necessary authority to deal with the issues;
THE LESS ABSTRACT, THE BETTER.

6. The afternoon consisted of sessions by Nelson Heyer of IBM and Roy Yamahiro of Federal Express. Mr. Heyer tries valiently to talk about Human Resources planning, but we bombarded him with questions about dozens of other aspects of HR, somewhat to his annoyance! He began with the statement that IBM's HR organization tries to take a proactive stance--to put the support structure in place before the line manager is required to act. IBM's "motto" includes three basic beliefs they have held since 1914: (1) Respect for the individual (by which he meant treating people with dignity); (2) Best possible customer service; and (3) Pursuit of excellence (he took considerable pride that this was IBM's motto long before the current fashion). Their goals for the 80's appear generic enough to serve for the 90's as well:

- Grow with the industry;
- Exhibit product leadership;
- Be the most efficient in everything we do:
 - * low-cost producer
 - * low-cost seller
- Sustain our profitability which funds our growth.

7. IBM has a tradition of full employment. They believe in good communication of company beliefs and goals. They practice Management by Objectives--rigorously worked out and applied. Their first level managers are selected on task performance, then sent to centralized schooling after 30 days (for two weeks). On an annual basis, the corporation must answer to the lowest level of employment. They have yearly and bi-yearly opinion surveys, and the slightest dip in morale prompts immediate action by management. HR planning requires understanding of the business, support of the processes, anticipation of skill/employee imbalances.

8. Something called "environmental scanning" gives a picture of the near future of the business. Their 1985-1995 trends scan shows:

Demographics:

- fewer people
- more women
- shortages of engineers, computer people
- migration

Advances in Technology:

- job, job content, skill
- working conditions
- education, retraining

Values and Attitudes:

baby-boomers represent 1/3 of the US population
Special Interest Groups
Regulatory Actions
Competitive Pressures

Escalating health care costs Today's kids are eager to work, but more committed to professionalism than to the company. They want to do their thing--we need to build an environment in which they can do it. IBM has a 26% overall attrition rate and find a higher turnover to be more manageable than a low one. The IBM 2001 forecast suggests manufacturing will be obsolete.

9. Mr. Yamahiro spoke of employee commitment and showed a video tape of Federal Express's 10th anniversary--faces of its people and their comments about what it is like to work there. The esprit and sense of mission are fantastic! It may have begun with commitment to delivering the product, but commitment to the employees quickly became priority #1, as it must be, or people will not work for excellence for you. FE believes in "total communication": they post a package count every day and list service problems and errors for all to see. The average salary of an FE courier (most of whom are college graduates) is \$32,000. They run in the performance of their jobs! Those vans have computers in them, with which they pick up orders beamed in via satellite, so it is not as mindless a job as one might think! They wear "pompous, pilot-type" uniforms for status. The pilots, by the way, average \$175,000 per year, though in the first couple of years the pilots often had to buy gasoline with their personal credit cards because no airport would extend credit to FE. It is an article of faith at FE that everyone will do his best, though it is hard to teach management to trust their people to do their best. Pay for performance is being instituted, but it will be group-based. They also have current and deferred profit-sharing. The point is they are totally team- and institution-oriented, with an ethic that says everyone will work all-out to meet the institution's goals. Those goals are very easily measured, which may make it easier to get people revved up and pulling hard: each day is a new challenge. They like people who are nearly pathological in their obsessive thinking (as do we!) Management stays close to the employees--they know more about what needs to be done and how best to do it.

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10. We ended the day with a brief round-up by We are going to have a series of what he calls "focus sessions" to discuss specific topics, and each of us will pull together our contributions to the overall project within the next couple of weeks.

19 May 1986

Human Resources Task Force Seminar:
Summary of Activities

STAT 1. The HR Task Force and Advisory Committee members met 13-15 May with a variety of invited guests from public and private organizations to discuss HR trends and challenges for the future. The first two days (and evenings) were [redacted] third day was at Tyson's Corner. Attached are a copy of the Agenda and rather detailed notes of the three days of meetings, of which this is a very brief summary.

STAT 2. D/Pers' introduction stressed our uniqueness and the need to so indoctrinate our new employees that they will strive to be the best and not betray our culture.

STAT 3. [redacted] provided a wide-ranging Task Force update centering on how to get the people we want and how to keep them (and keep them motivated).

4. Alice Sargent (author of The Androgynous Manager) suggested a competency model for managers and quoted Daniel Yankelovich's studies at length. She triggered a discussion on the appeal of Japanese management in the private sector and thoughts about managerial training in general.

5. James Colvard of OPM (formerly of China Lake) was relaxed and humorous but extremely pertinent. He presented his view that management training must include a mix of intellectual abstraction and hands-on experience, involve top management, and provide demonstrated competence on the part of existing managers.

6. Consultant Jac Fitz-Enz urged that HR departments strive to make themselves seen as profit centers instead of expense centers if they are to remain relevant. As organizational consultants, they must become strategic thinkers instead of functioning in a tactical mode.

7. The first evening's session was a round table discussion of Agency perceptions of system strengths and weaknesses. Our sense of mission and "can do" spirit are great, but there are many perceptions of lack of trust and fear of risk-taking and concern that new employees are not fully integrated into our culture.

8. Consultant Robert Marshak devised a fictional Central News Service that so nearly perfectly parallels our organization as to be a bit frightening--and based his information solely on informational handouts he had been provided through OP. His analysis of us based on

Acme of Skill, for example, showed us to be defensive and living in the past. Growth brings internecine conflict; well articulated goals, the management hierarchy, rules and regulations, and common training are all things that hold the different parts together. He provided some strategies for dealing with growth, change, and transition, and suggested that transition requires coping skills similar to those employed in the handling of grief.

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10. [redacted] (OTE) led a round table discussion of The Agency Manager of the Future. Training needs surveys have been done for DO, DI, and DS&T and for some DA offices; the full DA survey is scheduled for this Fall. His basic thesis was that the Agency does not appear to value management and has little commitment to proper selection and/or appropriate training; he stated that top level management commitment is vital to achieving an effective managerial training program.

11. Another evening marathon session attempting to integrate our learnings ended Day Two.

12. Thursday began with William Jaffe of TPF&C and Michael Sullivan of Hay Associates on pay and benefits. Their bottom line recommendation was that we enhance our pay programs, change the way we think about compensation, and be innovative and flexible.

13. They were followed by the DDCI, who talked on his "Seven Trends" plus the issue of recruitment and retention. He raised a number of the issues that pose tomorrow's challenges and offered some specific advice to the Task Force about our product at the end of this process of information gathering and synthesis.

14. Nelson Heyer of IBM demonstrated the rigidity of that culture and likened as how most folks at IBM get along ok by going along with the rules, though there are occasional "wild ducks". After fielding our questions for nearly an hour he must have known he had a whole roomful of wild ducks to contend with!

15. Roy Yamahiro of Federal Express provided the contrast of a new company with high morale and can-do spirit. They trust their people, treat them well, pay them well, and let them do their thing--and they do! They seem to be closest to the Agency's culture; one wonders how they'll manage when they, too, experience growth and complexity.

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16. In his wrap-up, [] called for suggestions for a series of "focus sessions" and submissions of drafts of what we have prepared so far. I intend to have a draft on my portion (focusing on demographics) within the next two weeks.

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